

**Alberta Provincial Committee
Air Cadet League of Canada**

Squadron Sponsoring Committee
TERMS of REFERENCE for SSC Executive Positions
TERMS of REFERENCE for League SSC Advisor
Position

DOCUMENT INFORMATION

Document ID:	SWING -001
Reference #:	20141103
Version:	V1.8
Prepared for:	Appropriate Squadron Sponsoring Committee Executive and League SSC Advisor Positions
Date:	April 10, 2015
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INTRODUCTION

The Alberta Provincial Committee of the Air Cadet League of Canada (APC) requires each Royal Canadian Air Cadet Squadron in Alberta to have a fully slated and functioning Squadron Sponsoring Committee (SSC) – per incorporation bylaws and in accordance with National Policy of the Air Cadet League of Canada and the Memorandum of Understanding between the Department of National Defense and the tri element Cadet National Offices (Sea, Army and Air Cadets).

Although there is an abundance of reference, roles and responsibilities and other related material available for every position within the SSC, a foundational Terms of Reference has not been submitted, reviewed and signed by key positions of each Squadron's SSC.

This is a critical step in building the governance foundation of the Squadron with regards to operations, communications, safety, fundraising, support of the unit and ultimately the Cadet experience.

In this document there are four (4) Terms of Reference. These are:

SSC Advisor

SSC Chair

SSC Treasurer

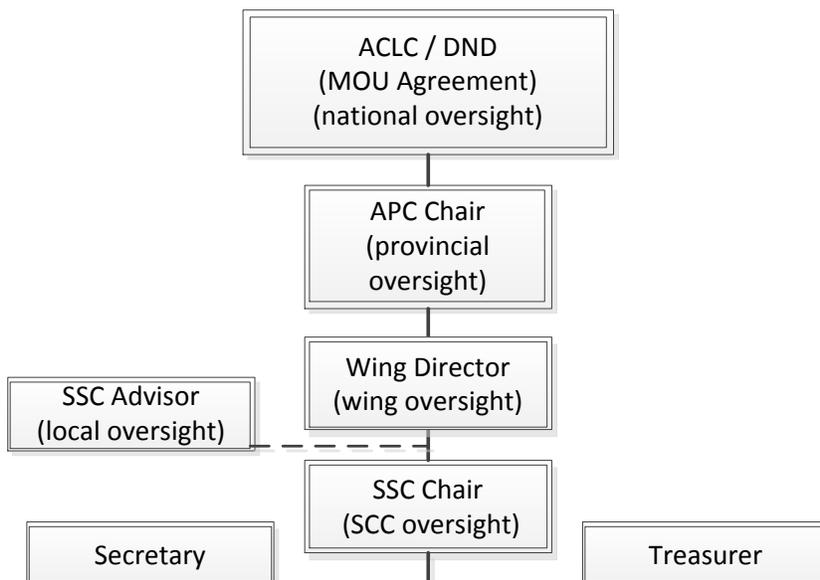
SSC Secretary

These are the base key positions that require specific Terms of Reference. Every Squadron has leeway in additional positions based on their incorporation bylaws. These other positions are not represented in this document, but may be added in in subsequent versions.

The Terms of Reference must be reviewed and signed by each key position represented herein. A copy of this document will remain with the SSC and a copy must be filed with the Wing Director.

It is hoped that every SSC position represented herein will get signature, but in the event that a key position does not get signed, further discussion will be held and if sign off cannot be attained, possible replacement activities will be undertaken.

Organization Hierarchy



SSC Advisor Duties and Responsibilities

The SSC Advisor has the Responsibilities for:

- 1) Membership. The SSC Advisor MUST be a Screened Member of the Air Cadet League of Canada.
- 2) Advocacy. The SSC Advisor is the advocate between the Squadron as represented by the SSC Chair and the Air Cadet League of Canada (as represented by the Wing Director) and vice versa.
- 3) Communication and Collaboration. The SSC Advisor is a vital link in the communication between the Commanding Officer and the SSC Chair. It is their responsibility to bring decorum and dignity to all communications such as phone, email or other.
- 4) Encouragement. The SSC Advisor should encourage participation of all parties at the Squadron to attend League sponsored activities, meetings and workshops.
- 5) Documentation/Reports. The SSC Advisor is to ensure the completion of the Year End Report found at www.aircadetleague.ab.ca -by its specified deadline. It is their role to also ensure the SSC completes its ACC9 Financial Report in a timely manner, and pays its assessment obligation to the ACLC each by its specified deadline date.
- 6) Meetings. The SSC Advisor has a responsibility to make arrangements in their personal schedule to attend assigned SSC, Wing and/or Provincial Board meetings.
- 7) Screening/Membership. The SSC Advisor is to assist with or ensure screening of all volunteers.
- 8) Training/References. The SSC Advisor has a responsibility to further educate themselves using the relevant SSC Handbooks and the National Policy and Procedure Manual particularly sections 3.6, 3.7, 3.8.5, 3.8.6, 3.9 and 3.11.

The SSC Advisor has the Duties of:

- 9) Reporting activities and escalating issues of the Squadron to the respective Wing Director.
- 10) Attending SSC meetings to inform members concerning League information (expected 75% attendance)
- 11) Attending League meetings and encourage their Squadron SSC Executive to do so as well. (expected 75% attendance)
- 12) Relaying information from Wing meetings to their SSC, and keep the Squadron informed of all upcoming League activities.
- 13) Attending the Provincial AGM.
- 14) Meeting with the CO and SSC Chair on a regular basis.
- 15) Bring any concerns or questions of the Squadron to the Wing Director's attention.
- 16) Assisting the Squadron where ever possible.
- 17) Educate Squadron Executive on their roles in the Squadron, and how to conduct meetings
- 18) Explain to the new parents about their role, your role, and the partnership between the League and the DND.
- 19) Informing cadets regarding your role at the Squadron, and the partnership between the DND and the League.
- 20) Assist the CO in educating parents concerning Camps and Scholarships, and the importance of filling out forms correctly and honestly. This includes assisting in overseeing that Scholarship applications are filled out correctly, and submit them in a timely fashion to the Wing Director – completing the Scholarship spreadsheet with application information and sending it to the Scholarship Coordinator via email in a timely fashion.
- 21) Provide assistance with pre boards at your Squadron
- 22) Attend provincial Scholarship boards.
- 23) Assist in making sure that all volunteers are properly screened and forms filled out and sent to the Screening Coordinator in a timely fashion.
- 24) Maintaining an organized library of publications and current League documents to turn over to his/her successor.
- 25) Finding and mentoring suitable candidate(s) for Succession Planning replacement.
- 26) Preside over Squadron elections.
- 27) Accepting with enthusiasm and executing to the best of their abilities, other duties as requested or assigned.

Signature

Printed Name

Date

SSC Chairman Duties and Responsibilities

The SSC Chairman has the responsibilities for:

- 1) Membership: The SSC Chair MUST be a Screened Member of the Air Cadet League of Canada.
- 2) Advocacy: The SSC Chair is the advocate between the Cadet parents and the Commanding Officer and vice versa. Specific parental concerns requiring utmost confidentiality are exempt, but the SSC Chair can be called in as an interested 3rd party to ensure appropriate mediation and etiquette.
- 3) Communication and Collaboration: The SSC Chair is THE vital link in the free flow of communication between Parents and the CO as well as between the League and the Squadron. Teamwork is the key to a successful Squadron and it is incumbent on the SSC Chair to ensure good teamwork. It is their responsibility to bring decorum and dignity to all communications such as by phone, email or other.
- 4) Encouragement: The SSC Chair is to encourage parental participation and attendance of all parties to the activities of the Squadron. This includes but is not limited to fundraising, meetings and when the CO requests help from Screened Membership.
- 5) Documentation/Reports. The SSC Chair is directly responsible for the completion of monthly agenda, reports from sub committees, Treasury, and the CO. These reports are presented at monthly SSC/Parent meetings. The SSC Chair also is responsible for the on time completion and accuracy of Annual Returns: ACLC (ACC9), AB Societies (Section 26), AGLC (if applicable) and Canada Revenue Agency.
- 6) Obligations/Business. The SSC Chair is responsible to ensure that financial obligations such as paying bills for services the Squadron utilizes, rent and League Assessment fees are paid on time. The SSC Chair is responsible to create the environment of financial solvency. This is accomplished by fundraising, sales, donations and other financial vehicles to achieve the result.
- 7) Meetings. The SSC Chair has a responsibility to make arrangements in their personal schedule to attend SSC, Wing and/or Provincial Board meetings.
- 8) Screening/Membership. The SSC Chair is to undertake or create a subcommittee/Director for the screening of all volunteers.
- 9) Training/References. The SSC Chair has a responsibility to further educate themselves using the relevant SSC Handbooks and the National Policy and Procedures Manual Section 3.6, 3.7, 3.8.5, 3.8.6, 3.9 and 3.11.

The SSC Chair has the Duties of:

- 10) Reporting activities and escalating issues of the Squadron to the respective Wing Director.
- 11) Ensuring the viability and efficiency of the Squadron Sponsoring Committee.
- 12) Scheduling regular meetings (ie monthly), publishing the agenda prior to the meeting and ensuring minutes are published. The Commanding Officer is an ex-officio member.
- 13) Ensuring that financial management is done efficiently and accurately by the SSC in accordance with the strict control and rules of the Alberta Provincial Committee and the Air Cadet League of Canada.
- 14) Establishing and supervising sub-committees as required.
- 15) Maintaining the privileged and close link with the Commanding Officer, meeting regularly with the Commanding Officer to review and plan squadron operations and SSC activities including fund raising.
- 16) Representing the parents, the public and all decision-making bodies in the community.
- 17) Providing input for cadet applications for national summer courses.
- 18) Providing input on the enrolment, promotion, posting and release of CIC officers.
- 19) Implementing and maintaining liaison and agreements with the Sponsor(s).
- 20) Voting on Provincial Committee Matters, reporting to it through the SSC Advisor and/or the Wing Director.
- 21) Attending Wing and Provincial League meetings. (expectation is 75% attendance).
- 22) Insuring that the Squadron Sponsoring Committee supports the provincial activities and sub-committees.
- 23) Submitting annually, the financial statement (ACC-9), a list of Squadron Sponsoring Committee members and other annual returns
- 24) Setting up a process and registers/screens members of the Squadron Sponsoring Committee in accordance with provincial committee policy and to advise the AB Prov. Committee Volunteer Screening coordinator when new situations warrant review.
- 25) Maintaining an organized library of publications, current documents and squadron archives to turn over to his/her successor.
- 26) Finding and mentoring suitable candidate(s) for Succession Planning replacement.
- 27) Accepting with enthusiasm and executing to the best of their abilities, other duties as requested or assigned.

Signature

Printed Name

Date

SSC Treasurer Duties and Responsibilities

The SSC Treasurer has the Responsibilities for:

- 1) Membership: The SSC Treasurer MUST be a Screened Member of the Air Cadet League of Canada.
- 2) Advocacy: The SSC Treasurer advocates for the transparent financial operation of Squadron finances.
- 3) Communication and Collaboration: The SSC Treasurer must communicate the financial health and matters of financial management to the SSC Chair and Commanding Officer. The SSC Treasurer must communicate statements, and explain income and expenditures to the SSC and parents in the monthly SSC /Parent Meeting. The Treasurer is also responsible for maintaining good relations at financial institutions that the SSC does business with.
- 4) Encouragement: The SSC Treasurer should encourage the timely submission of receipts and expense reimbursement of all parties eligible to do so.
- 5) Documentation/Reports: The SSC Treasurer is directly responsible for monthly financial statements for reporting to the SSC. They are also responsible for the preparation and completion of the ACC9 Financial Report in a timely manner, prepare and ensure payment of the SSC assessment obligation to the ACLC each by its specified deadline date. The SSC Treasurer prepares and works until successful completion of Alberta Societies (Section 26), AGLC (if applicable) and Canada Revenue Agency annual return and documentation within their respective time frame for submission. The SSC Treasurer also prepares and controls all official receipts for donations and delivers them in a timely fashion.
- 6) Meetings. The SSC Treasurer has a responsibility to make arrangements in their personal schedule to attend SSC Executive and/or Parent meetings.
- 7) Competency: The SSC Treasurer must have the knowledge to perform the necessary tasks. Computer knowledge is an asset. If additional training is needed, the Treasurer must ask for or seek training out.
- 8) Training/References. The SSC Treasurer has a responsibility to further educate themselves using the relevant SSC Handbooks and the National Policy and Procedure Manual Section 3.6, 3.7, 3.8.5, 3.8.6, 3.9 and 3.11.

The SSC Treasurer has the Duties of:

- 9) The SSC Treasurer reports to the SSC Chair.
- 10) Depending on the SSC bylaws, if this position is amalgamated into one position of Secretary/Treasurer, terms of reference for both positions would apply.
- 11) Attending monthly SSC Meetings to inform members concerning financial management. (expectation 75% attendance)
- 12) Assuming responsibility for and maintaining squadron SSC funds.
- 13) Obtaining training or enhanced training to perform the duties of Treasurer
- 14) Preparing monthly statements (Balance Sheet and Profit and Loss) for presenting these to the membership
- 15) Preparing Annual returns on time for the following: ACLC (ACC9), and if a registered Non-For-Profit - Alberta Societies (REG 3185), and AGLC (if applicable) (most current AGLC reporting form), and if a registered Charity - Canada Revenue Agency (T3010B E & T1235) and GST Rebate Form (GST-284)
- 16) Keeping inventory for all non-military assets and items
- 17) Identifying situations of conflict of interest such as spousal signing authority, signing their own expense cheques, signing ahead of cheques, and other fiduciary conflicts
- 18) Identifying and maintaining "arm's length" relationship regarding signatories of the financial accounts.
- 19) Managing the day to day business of the Squadron funds to ensure expenditures are within approved budget forecast. This includes but is not limited to deposits, cheque writing, bill paying, and expense reimbursement.
- 20) Preparing and requesting annual audit of the financial records to ensure prudent maintenance of funds.
- 21) Assisting with the development of the annual budget.
- 22) Identifying and reporting suspicious activity concerning Squadron finances.
- 23) Maintaining an organized library of financial statements and current financial documents to turn over to his/her successor.
- 24) Finding and mentoring suitable candidate(s) for Succession Planning replacement.
- 25) Accepting with enthusiasm and executing to the best of their abilities, other duties as requested or assigned.

Signature

Printed Name

Date

SSC Secretary Duties and Responsibilities

The SSC Secretary has the responsibilities for:

- 1) Membership: The SSC Secretary MUST be a Screened Member of the Air Cadet League of Canada.
- 2) Advocacy: The SSC Secretary advocates for professional, and clear communication in all matters between the SSC both Executive and Parents using the utmost of etiquette.
- 3) Communication and Collaboration: The SSC Secretary is a vital link in the free flow of communication between Parents and the SSC and the Squadron. It is their responsibility to bring decorum and dignity to all communications such as by phone, email or other.
- 4) Encouragement: The SSC Secretary is to communicate encouragement in parental participation and attendance of all parties to the activities of the Squadron. This includes but is not limited to fundraising, meetings and when the CO requests help from Screened Membership.
- 5) Documentation/Reports. The SSC Secretary is directly responsible for maintain a document library of the SSC including facility documents, reports, submitted material, agreements, minutes, correspondence, etc. The SSC Secretary also is responsible for the assisting with on time completion and accuracy of Annual Returns: ACLC (ACC9), AB Societies (Section 26), AGLC (if applicable) and Canada Revenue Agency.
- 6) Obligations/Business. The SSC Secretary is responsible to ensure that minutes, reports, notification and correspondence are accurately taken and distributed to concerned parties in a timely manner. The SSC Secretary is responsible to distribute the agenda prior to the monthly SSC meeting.
- 7) Meetings. The SSC Secretary has a responsibility to make arrangements in their personal schedule to attend SSC Executive and Parent meetings.
- 8) Screening/Membership. The SSC Secretary is to participate in tasks as assigned regarding screening of all volunteers.
- 9) Training/References. The SSC Secretary has a responsibility to further educate themselves using the relevant SSC Handbooks and the National Policy and Procedures Manual Section 3.6, 3.7, 3.8.5, 3.8.6, 3.9 and 3.11.

The SSC Secretary has the Duties of:

- 10) The SSC Secretary reports to the SSC Chair.
- 11) Depending on the SSC bylaws, if this position is amalgamated into one position of Secretary/Treasurer, terms of reference for both positions would apply.
- 12) Ensuring that minutes are accurately captured and relayed so not to call into question any SSC related business.
- 13) Publishing the agenda prior to the monthly meetings and ensuring minutes are published. The Commanding Officer is an ex-officio member.
- 14) Attending SSC Executive and Parent meetings. (expectation is 75% attendance).
- 15) Participating to completion of the annually submitted annual documents, the financial statement (ACC-9), a list of Squadron Sponsoring Committee members and other annual returns
- 16) Maintaining an organized library of publications, current documents and squadron archives to turn over to his/her successor.
- 17) Finding and mentoring suitable candidate(s) for Succession Planning replacement.
- 18) Accepting with enthusiasm and executing to the best of their abilities, other duties as requested or assigned.

Signature

Printed Name

Date